

2 December 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Conference on Interpersonal Relationships
in Agent Operations

1. In our evaluation of courses conducted by the Operations School of OTR and training undertaken elsewhere for mid-career CS officers, we have felt that a significant gap exists in examining principles of human behavior as they apply to the assessment, motivation and exploitation of agents. Accordingly, we have given careful consideration to creating a seminar-type course on the subject. In our individual talks with many officers, the importance of the subject was acknowledged, but we felt it would not lend itself to a seminar atmosphere until we could examine some current operational problems of the CS in the light of the specialized knowledge of our psychologists and psychiatrists.

2. We therefore decided to hold a conference with all interested parties to clear the air with an open discussion of what might be done, especially in the field of training, to improve the case officer's ability to get more out of his operational activities by increasing his understanding of the psychological aspects in his day-to-day work in development, assessment, recruitment, handling, and termination of agents. In other words, we wanted to see the expertise of our psychologists and psychiatrists set against the down-to-earth problems of experienced CS officers, and this is what did happen at [] on 25 and 26 November.

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3. [] of the Headquarters Training Branch had done a good deal of the spade work in our evaluation of the matter. I therefore

asked him to arrange and moderate the conference. He did a good job on both counts. The attached list will show the broad representation. Unfortunately, however, the DDP/TRO could not be present. We had

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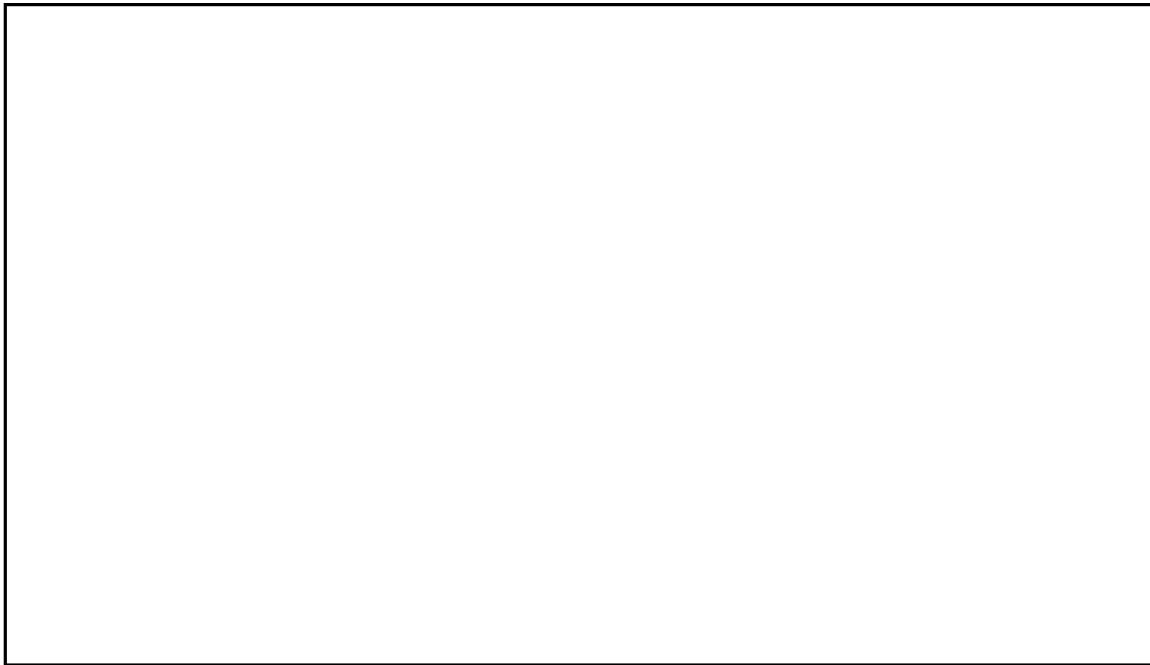
4. The afternoon of the second day after each participant had had his say, the group was divided into three committees to make recommendations on future training and to suggest action by components other than OTR. The recommendations of course varied in nature, but there was unanimous agreement that further training was desirable and at all career levels. Not only in the committee recommendations but also in informal discussions and implicit throughout the conference there was recognition that formal operational training should not end with the CT courses, but should be offered to the mid-career officer and at the very senior or COS stage. The emphasis was on training with regard to the subject of the conference, but the comments and recommendations would seem to have meaning for us in all phases of operational training. As you know, independently of the subject conference we have been talking among ourselves about the need to explore a possible revamping of Headquarters training to convert much of the effort into a single mid-career operations course. (We will undertake some exploratory work along this line before recommending action you may wish to propose to the CS.) Such a conversion would mean a basic change in training philosophy and would involve time consuming investigation of personnel management and related problems. Consequently, I would hope that up to 6 months could be devoted to the necessary staff work.

5. All the proceedings at the conference, except the informal working committee discussions, were taped. It will be some time before the tapes can be transcribed and edited, although we may be able to get transcripts of the committee recommendations fairly soon. In the meantime, many of

the conferees took notes and are in a position to discuss their reactions with their parent divisions and staffs.

6. As a minimum achievement, I believe everyone who attended the conference learned something. There was a refreshingly candid examination of some of the assumptions we have been living with. To paraphrase only a few comments:

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7. We will prepare a much fuller report on the conference with proposals for future seminars when the transcripts have been received and edited.



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Chief, Operations School/TR

Att

cc: CH/OS/TR